

*The  
George  
Washington  
University  
Annual Report  
1973*

*...on a note of commitment*



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## *President's Message*

*The story of the George Washington University over the past year is one of commitments made in a number of directions. This report expresses those commitments and suggests the complexity of the activities in which a modern*



*university must be involved as it serves its students, faculty, and staff; the community in which it is located; and the public good. The range of these activities is vast — from drug rehabilitation counseling to Etruscan civilization — but then so is the range of responsibility confronting the university today. What is striking in reviewing the past twelve months at George Washington is the large number of instances in which this institution has been able to express its sense of commitment through its relationships with Washington, D. C. Perhaps the headlines and newscasts that say “Washington, D. C.” to the rest of the nation actually obscure an exciting truth about this community. Washington is a city of the future.*

*Its promise and fulfillment are in the statistics calling it the “most dynamic” of the nation’s top ten metropolitan centers, and the figures showing more landscaped areas in the District than already developed structures. Washington’s*



# Columbian College of Arts and Sciences

As a contemporary application of the historic liberal arts tradition, the program of the college enables the student to develop his particular abilities and his general awareness as a human being. The student in 1973 is required to have a thorough acquaintance with one major area of learning and an understanding of how that specialization fits into the larger context of the scientific, social, and moral problems of these times.

Plans are being completed for an interdisciplinary major field in Judaic Studies. Greater coverage of Greek and Latin literature, classical archaeology, history, and classics will be part of an expansion of the classics department course content. The statistics department is developing a biostatistics research field. Begun in 1972, the program includes a large amount of research

activity sponsored primarily by the National Heart and Lung Institute. The fall of 1973 will see GW's first on-campus instructor in ceramics, with a private donation making possible the installation of ceramics equipment in Stuart Hall. Columbian College is continuing to make available overseas a full range of studies programs. Typical is the American College in Paris, through which the college has presented its Sophomore Year in Paris, fully accredited by the Higher Commission of the Middle States Association. Recently, students have studied in England, Italy, Israel, France, Denmark, and Spain.





# Graduate School of Arts and Sciences

The interdisciplinary M.A. and M.S. Special Studies programs, in which the student determines his own program in consultation with the deans of the Graduate School, have been national trendsetters, with many other universities designing patterns like that at George Washington. This approach has aroused widespread interest because it provides greater precision for the student in preparing to meet career goals. Among the new master's degree specializations attracting a growing number of applicants is the program in art therapy, the only such program within an area of several states. In May 1973 the school awarded its first two PhD. degrees in the field of genetics.

New groups in the study of telecommunications and investigative techniques will be organized in the fall of 1973 in the Graduate School's continuing off-campus study groups for government agency personnel. Recent approval was given for awarding nine semester hours of advance standing in the school's M.A. program in economics for a course taken by officers at the Foreign Service Institute. Some sixty Graduate School faculty received research support from the university community during the academic year 1972-73.

The interdisciplinary programs of the Department of Forensic Science, offered both on- and off-campus, have shown a sharp rise in interest among recent graduates and professional people engaged in varied facets of the criminal justice system. With the beginning of the fall term, approximately 200 students are expected to enroll in the programs. Plans for the construction of two forensic science laboratories are now being developed. These will provide instruction in various fields, including questioned documents, tool mark identification, and instrumental analyses.



*cultural scene has exploded with a vitality attracting international attention. The reverberations come not only from massive GW neighbors like the Kennedy Center for the Performing Arts, but also from those of smaller scale, like the Washington Theatre Club. Racial tensions have subsided substantially after the agony of the late 1960s, and blacks and whites are working at the difficult task of bridging areas of difference with mutually helpful programs.*

*Washington is not a perfect city. Like any American metropolis in this decade, it confronts bewildering problems; unlike some others, it is facing them with a high degree of hope and imagination. This makes Washington an exciting place to be. George Washington University is understandably proud to express its commitment to such a city.*

*The university recognizes that a commitment of this kind requires concern for problems extending far beyond the boundaries of the District of Columbia. Involvement*



# Medicine and Health Sciences

In May 1973 the Medical School became the "School of Medicine and Health Sciences" and dedicated its new facility, Walter G. Ross Hall, and the adjoining Paul Himmelfarb Health Sciences Library. Principal speaker at the dedication ceremonies was Secretary of Health, Education, and Welfare Caspar W. Weinberger.

In line with the university's program to continue self-examination and to insure effective response to local and national problems, the Medical Center took a hard look at itself in a two-day colloquium examining its role in meeting major issues in the field of medicine. The colloquium probed changing approaches to medical education, federal and foundation funding, health care services, medical manpower, budget, and curricular reforms.

Community service programs begun during the year include the GW Health Plan, a 5,000-member health maintenance organization, a drug dependence program for multiple young drug

abusers, and a home health service program with transportation to the University Clinic for the chronically ill. The Watson W. Wise Emergency Pavilion continues its major community responsibility with 40,000 emergency patient visits registered this year. These efforts are structured both to deal with health requirements of the population and to produce physicians more alert to their responsibilities in providing adequate medical care. This involves concern for upgrading and increasing the efficiency and accessibility of available health resources.

Among new educational programs in family health and allied health were: the physician's assistant program which accepted 30 new students, the family practice training program stressing team-approach training of health professionals, and postgraduate training for physicians to become certified by the American Board of Family Practice. With the U.S. Navy, GW programs enabled enlisted personnel to earn

academic degrees in X-ray technology, laboratory technology, and epidemiology. At the U.S. Naval Medical Center, medical students served clerkships on the wards at the Bethesda Naval Hospital.

In the last three years, extramural support for Medical Center research activities has doubled, with more than \$14,000,000 received in awards in 1972-73. In clinical investigation, the Rehabilitation Research and Training Center began comprehensive care of the impoverished and the handicapped. The Cardiovascular Coordinating Center started collecting data from post-myocardial infarct patients for national distribution. GW also became one of the collaborating units to evaluate patients in a program of exercise after heart attacks. The Lipid Research Laboratory, one of twelve associated with Lipid Research Clinics, was established here by the National Heart and Lung Institute.





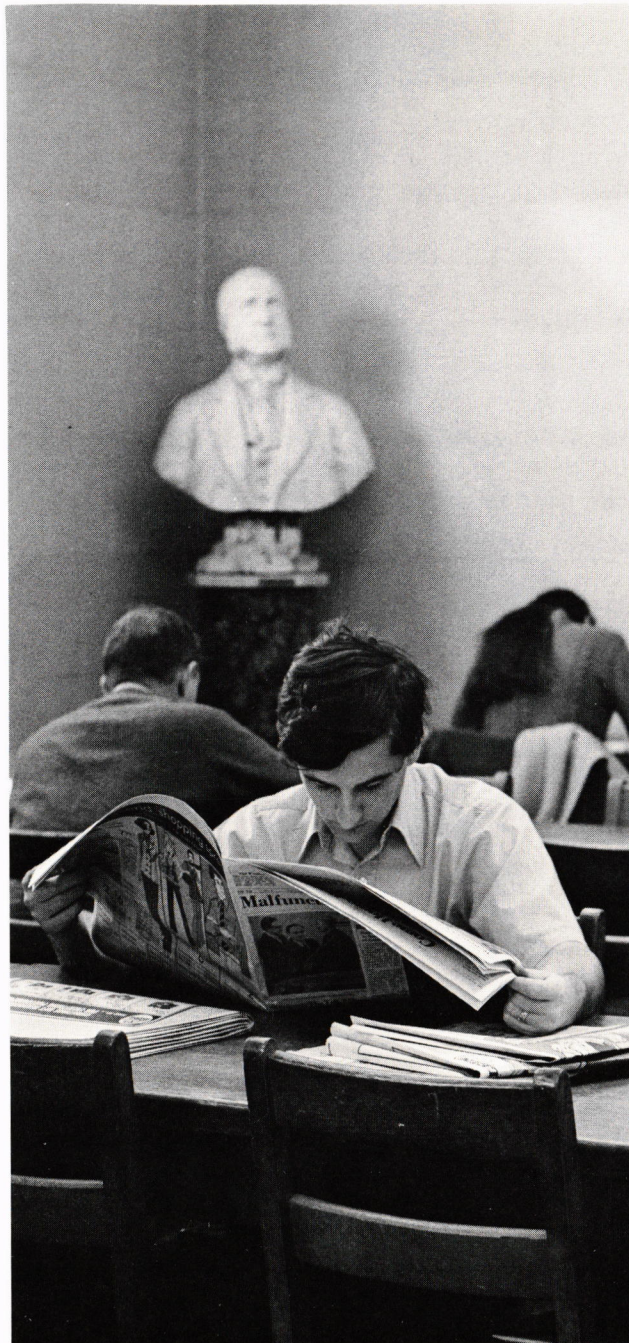
# National Law Center

The purpose of the National Law Center is to prepare men and women to meet the needs of society in the many fields of law. During the past year the Law Center has continued its commitment in this direction and has maintained its position as a leader in developing a curriculum to meet the legal needs of the poor and the disadvantaged. A clinical law program has been developed which is the equal of that at any law school in the nation. Special projects include the Community Legal Clinic, the Consumer Protection Center, the George Washington Legal Aid Bureau, the Students-in-Court Program, the Public Defender Project, the U.S. Attorney Assistance Program, and individual projects supervised by the Law Students Civil Rights Research Council.

In 1972-73, Law School enrollment was 1,734, of whom 283 were women. Of the total enrollment, 115, or 8.3 percent, represented minority students, a record which is among the best in the nation.

At the Law School commencement this year, Judge J. Skelly Wright of the U.S. Court of Appeals for the District of Columbia delivered the principal address and received the honorary degree of Doctor of Laws. Judge Wright's comments on the freedom of the press were given national attention by the press.

Professor S. Chesterfield Oppenheim, who spent nearly half of his career at the National Law Center, also was awarded an honorary degree at the ceremonies. Professor Oppenheim, among the nation's foremost experts on antitrust and patent law, will be honored by an endowed chair established by the National Law Center in his name. As distinguished scholar in residence, Professor Oppenheim will continue his association with the George Washington University.



*with life in the capital implies involvement with that of the nation as a whole. In accepting the challenge of this intended commitment, George Washington provides for students and faculty alike an exciting atmosphere conducive to intellectual development and individual growth. This report contains a number of examples of the ways the university meets that commitment. There is the work being done by the Division of Experimental Programs through its GW-Washington Project, which mobilizes university academic resources that can appropriately address needs in Washington neighborhoods.*

*Other approaches are the new medical complex consisting of Walter G. Ross Hall and the Paul Himmelfarb Health Sciences Library for the School of Medicine and Health Sciences. These new facilities will enable us to educate the kind of physician needed in an increasingly complex health care scene. The School of Education's*





## Engineering and Applied Science

During 1972-73 the school has continued to contribute actively to government, business, and academic life.

It has made concentrated efforts to recruit minority students and has recently established a dual degree program with Hampton Institute, Hampton, Virginia. Under this program, students will study for three years at Hampton, then two years at GWU. Degrees will be conferred by both institutions.

Two off-campus advanced degree programs were established at the Naval Ship Research and Development Centers at Annapolis, Md. (Materials Science and Systems Science) and Carderock, Md. (Ocean and Marine Engineering). The programs are available to employees at these organizations and to qualified area residents.

The school initiated and co-sponsored with NASA-Langley Research Center two symposia on campus in March and May 1972: (1) a national Symposium on Computerized Structural Analysis and Design at which some 90 papers were presented and which more than 400 scientists and engineers from all parts of the world attended, and (2) a Symposium on Fracture and Fatigue where about 80 papers were presented to an enrollment of more than 300 scientists and engineers.

Activities at the Joint Institute for Acoustics and Flight Sciences, jointly operated by the NASA-Langley Research Center and SEAS, included the following: (1) The establishment of a new technical program in the field of Computer-Aided Structural Design. (2) Industrial and government representatives were invited to participate in a review of the current status of research work of the Institute's Flight Sciences program. This innovative meeting provided personnel of industrial, government, and academic organizations with the opportunity to exchange ideas in tech-

nical areas of interest to all. (3) Two faculty members, one each from Space Institute of Tennessee and Cornell University, were invited to conduct their research at NASA-Langley under the Visiting Members Program. (4) A program in noise control research is under active consideration.

Following a recent inspection by the Engineers' Council for Professional Development, the school received the highest level of accreditation in its history. The council review covered organization, operation, curricula and activities of the school.

A revised undergraduate core curriculum now provides GW engineering students with a more comprehensive knowledge of the fields of engineering and earlier opportunities to study engineering principles and applications.



# School of Education

The university's commitment to its home community was addressed by the School of Education through programs meeting an assortment of problems faced by the city. Significant grant supported programs, new master's degree specializations, increased off-campus program offerings, and added learning experiences for educators in the Washington area were highlights of the year.

The school's Reading Center received a grant from the Right-to-Read program of the Office of Education to conduct a one-year, systematic, competency-based staff development program for 150 to 170 school principals and assistant principals in forty-nine states. The program will seek to strengthen principals in their roles as instructional leaders, concentrating on teaching reading.

Eight students are enrolled in the new master's degree specialization program in drug rehabilitation counseling. Funded by a grant from the National Institute of Mental Health, the two-year

specialization, within the school's general rehabilitation program, provides training for counseling drug abusers.

A new master's degree program with special studies in therapeutic recreation has been initiated. A master's degree specialization in urban recreation and parks will follow in 1973.

Included in the special courses and conferences provided in cooperation with surrounding public school systems was a summer graduate course. Co-sponsored by the College of General Studies and the D.C. Board of Education, the program took a group of District of Columbia teachers to England to study British open education techniques.

Other special offerings to area educators included a series of one-week, one-credit courses in movement education, and a two-day institute on education futures.

*new master's degree program in drug rehabilitation is giving the training that will enable counselors to deal more effectively with the hopelessness of the drug abuser. A new dual degree program with Hampton Institute in Hampton, Virginia, has resulted from the School of Engineering and Applied Science's efforts to increase inter-institutional cooperation. At the National Law Center more than 8 percent of the enrollment was of minority group students, one of the best records in the nation. This year the GW Library entered into a landmark agreement with other member libraries of the District of Columbia Consortium of Universities for the allocation of library materials in twenty-four fields. The Consortium plan, involving GW and other local institutions of higher learning, is another way in which this city solves problems through imagination and mutual concern. In dealing with the needs of our*





# Government and Business Administration

In continuing to fulfill its commitment to prepare graduates for positions in the management of complex organizations, the school has stressed programs both for entrance into government and business and for advancement to high level positions. SGBA emphasizes the fact that management education is, in the broadest sense, education for management responsibility.

The school's commitment to self-understanding was expressed in a long-range development plan that was completed and submitted to the faculty and dean. The document is an assessment of where SGBA stands today; an inventory of its resources for growth and change; a statement of where it wants to go; an analysis of efficient programs for getting there; and proposals for managing and controlling the use of its resources to that end.

As one means of fulfilling its important commitment to off-campus programs, the school undertook a study of the Master of Science in Administration areas of concentration. Recommendations by an interdepartmental committee resulted in a more efficient combination of areas of concentration, the deletion of questionable areas, and establishment of a new field offering "Information Technology."

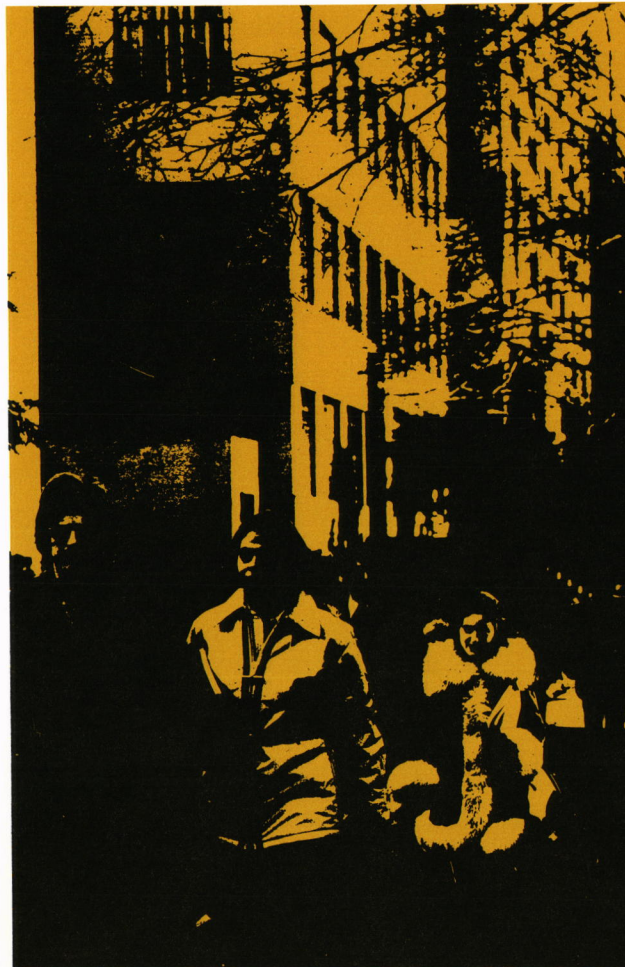
The Student-Faculty Advisory Council, in existence the past two years, has been reorganized to insure broader representation.

Dean James C. Dockeray, whose association with the School of Government and Business Administration extends over twenty-seven years, retired from his administrative duties to return to full-time teaching at the end of the 1972-73 school term.

Dr. Peter B. Vaill, former associate dean of the School of Business Administration and associate

professor of industrial administration at the University of Connecticut, has succeeded him and will serve as professor of management science.

At commencement, the university awarded an honorary Doctor of Laws degree to Dr. Arthur F. Burns, Chairman of the Federal Reserve System, whose address to the graduating class, "Reform of the Federal Budget," received national attention.



# Public and International Affairs

SPIA has continued in its commitment to create an understanding of major contemporary issues in international affairs and in domestic and public affairs. In each of its programs there is the double effort of developing a comprehension of modern problems and the imparting of knowledge of tools useful in their analysis.

The Institute for Sino Soviet Studies celebrated its tenth anniversary last fall. The occasion was marked by a full-day program at which leading academic and governmental figures discussed U.S. relations with the Soviet Union, Eastern Europe, and East Asia. Dr. Gaston J. Sigur, former senior executive with the Asia Foundation, assumed directorship of the institute, succeeding Professor Franz Michael. The institute continues to receive substantial support from outside the university for its research and teaching activities.

A new B.A. program in Urban Affairs has been introduced. The approach is interdisciplinary; there are required courses in statistics and other research methods and a senior-year apprenticeship, off-campus, in an urban-related agency.

The M.A. program in Science, Technology and Public Policy now has more students enrolled than any equivalent program around the country. A grant from the National Science Foundation has made possible curricular innovation, some research activity, graduate student support, and a series of evening seminars on U.S. policy for science and technology in the 1970s.



# College of General Studies

Extended academic opportunities to reach a broader population beyond the walls of the university has been a long standing goal of the College of General Studies. It has sought to provide such opportunities to persons in the Washington area and in neighboring communities as well. Experimental pilot programs of study have been developed with other colleges and schools of the university in response to specific needs of the government and business community.

These efforts upgrade professional capabilities and better prepare workers for job progress in an increasingly sophisticated technological society. An important continuing thrust has been the development of meaningful programs for women seeking to broaden their horizons in a changing environment offering greater challenge and placing before them greater demands.

New off-campus programs have been developed, particularly at the associate degree level. The college has responded to the interest of federal agencies in Upward Mobility programs and the interest of the military services for educational programs supporting the all-volunteer Department of Defense concept. The new degree programs in Allied Health Sciences, developed and pioneered through the College of General Studies in cooperation with the U.S. Navy, have taken the university into Navy training facilities at San Diego, California, Portsmouth, Virginia, and Bethesda, Maryland.

A new program of accelerated courses leading to the associate degree has been introduced at the Washington Navy Yard, and will begin at Ft. Myer and Henderson Hall, Virginia, as well as at federal agencies in the downtown D.C. area. Students will be able to complete their degrees through part-time study in as little as eighteen months. The school has also set up an associate degree program for National Science Foundation employees.

Undergraduate courses leading to an associate's or bachelor's degree were offered for the first time through the Navy's Program for Afloat College Education, and will be available during the next academic year through the Department of Defense's Serviceman's Opportunity College program. GW will provide courses for personnel whose studies are interrupted by military life onboard ships of the Atlantic fleet homeported in Norfolk, Virginia. GW is the first four-year institution designated by the Department of Defense as a Servicemen's Opportunity College.

The major activity of the off-campus programs continues at the graduate level in the M.S.A., M.A. in Ed., and Special Studies option: a new course of study in Health Care Administration leading to the M.S. in Administration in Baltimore for Maryland state hospital administrators; a Special Studies program in Oral Biology at the Walter Reed Army Medical Center; and the first off-campus doctoral program at the GWU/CGS Tidewater Center in Hampton, Virginia, with a concentration in higher education.

Two study summer tours abroad were sponsored: in one, D.C. school personnel studied open classroom methods in England and in the second, personnel undertook a field exploration of Etruscan art and archeology in Italy. Two new courses of special interest were begun: the Department of Psychology's "Career Development in Youth and Maturity," and the Department of Art's "Principles of Museum Work" for personnel of the National Park Service Interpretive Design Center at Harpers Ferry, West Virginia.

The Continuing Education for Women program began a major new endeavor in paraprofessional training with its legal assistant program; career development for employed women, and career counseling for girls; and the new Master of Arts in Women Studies.

*city and global problems, George Washington continues its dedication to the individual enrichment of each member of its student body. In June 1973, the Carnegie Commission stated the university's obligation to its students with particular clarity. A short quotation from its report, titled The Purposes and the Performance of Higher Education in the United States, should help us all to keep the George Washington University and its central purpose in proper perspective.*

*" . . . the campus cannot and should not try to take direct responsibility for the 'total' development of the student. That responsibility belongs primarily to the individual student by the time he goes to college. The primary direct responsibility of the college is to assist with intellectual and skill development . . . [and the college] is only one of the several environments in which the student lives; other environments are provided by the family, the church, the*



## Summer Sessions

The summer sessions are designed to provide area residents, as well as the regular student body, with courses responsive to widening cultural and academic interests. In this way, the university is bringing into its community a stimulating academic involvement among greater numbers of the population.

New offerings this year included an American Folk Seminar at Wolf Trap Farm in Vienna, Virginia, sponsored by the university and the National Folk Festival Association. The three-week course in July surveyed traditional American cultures such as American Indians, Pennsylvania Germans, and other ethnic groups. Students also helped organize and operate folklore societies and folk festivals at Wolf Trap's cultural center.

The Department of Art, in cooperation with the College of General Studies and the Etruscan Foundation, offered a month's study of Etruscan civilization at the Villa Spannochia in central Italy.

A special workshop on interpreting United States domestic policy for secondary school social studies teachers presented a comprehensive case study of the Rail Passenger Corp. (Amtrak), comparing it with two other semi-autonomous business corporations: the Communications Satellite Corp. (Comsat) and the U.S. Postal Service.

Other special programs included the summer dance workshop; a cooperative course in historical archeology at St. Mary's City, Maryland; a movement education workshop; a Russian-East Asian studies program; a summer institute in speech pathology and audiology; and a workshop in U.S. foreign policy for social science teachers.



## Program of Policy Studies

The Program of Policy Studies brings academic resources to bear on a broad assortment of local and national problems. Its work recognizes that a university today must be a fully functioning part of the total society in which it exists, and that it carries responsibility for significant contributions to benefit that society.

This year the program became involved in problems of energy scarcity and the development of future scenarios of consumer energy demands; the impact of transportation systems on small communities; changes in highway systems and the termination of railroads leading to the decline of small communities; ways in which transportation systems can revitalize small communities for the purpose of population redistribution; how interested citizen groups employ scientific and technical information in devaluating and/or protesting the construction and operation of nuclear power facilities; and other major technological building programs involving environmental quality and public health and safety.

A comprehensive body of literature on technological innovation and related analytical support services is now being developed at the university under the Innovation Information and Analysis Project funded by a grant from the National Science Foundation (the first grant under NSF's National Research and Development Assessment Program).



# Admissions

Efforts to involve students and alumni more actively in the admissions process are being pursued by the Admissions Office. The Student Admissions Advisory Commission, made up of GW students concerned with improving admissions processes, met twice during the academic year. Its role in policy and decision-making will increase in the future. Efforts are also being made to establish an alumni interviewing and recruitment program around the country in an attempt to improve geographic representation.

The Class of '76 began with 888 members, not including 44 who began during the '72 summer sessions. They came from the District of Columbia, 34 states, Puerto Rico, and 26 foreign countries—62 percent are men, 38 percent women. The admissions staff visited nearly 700 schools in 20 states to recruit members of the Class of '77. While the actual number of freshmen will be down from last year, the geographical distribution is more diverse. College Board scores remain comfortably above the national median. The percentage of accepted applicants who actually register has gone up.

# Alumni

The appointment of a Commission on Alumni Program Goals was the most significant development in alumni relations during the past year. The commission is reviewing the university's entire alumni program and establishing guidelines for changes that will better reflect the needs and wishes of GW and its 55,000 alumni.

A continuing emphasis has been placed on the intellectual involvement of the alumni with the university. For example, the "First Wednesday Seminar," a series of monthly lectures for alumni and faculty, was extremely popular during the last academic year. The spring semester featured GWU's women professors, lecturing on topics as diverse as modern dance and women in the American Revolution. This year's fourth annual Alumni College program was held June 20-24 at the Airlie House Conference Center in Virginia. The program offered four courses in modern art, urban America, third-world problems, and new developments in science.

A number of panel discussions on topical issues were also held during the year, as well as a series of day-long seminars providing useful information on topics such as "Estate Planning" and "Tax and Personal Finance."

Through the Young Alumni Council, formed to give special consideration to the needs and interests of recent graduates, a number of university facilities and services have been made available to alumni. In many instances, this was simply a codification of existing practice. Facilities included are the Speech and Hearing Clinic, the Reading Center, the Marvin Center, the Housing Office, and the new University Library.

*communications media, jobs, and all other aspects of society . . . The college, however, is the preeminent place for developing discipline and scholarly and professional competence. Thus the college should devote its attention to what it can do best and to what students cannot so well obtain anywhere else."*

*Within the limited environment that is the George Washington University, combined with the broader environment that is "the greater Washington community," the student, whether beginning freshman or post-doctoral researcher, has a vast array of opportunities for intellectual, social, emotional, and ethical growth. Our efforts over the past year, indeed with each succeeding year, have been directed at bringing both environments within easier reach of the GW student while respecting the student's basic responsibility for his own total development.*

Lloyd H. Elliott  
President



## Development

This was an auspicious year for development at George Washington University. The great goal of a \$1 million year was achieved in annual giving, and three major long-term goals of construction were begun or completed.

GW's Annual Support Fund surpassed the million-dollar mark and the 11,500 donor mark. This means that both contributions and contributors have doubled during the past five years, a unique achievement among American universities. Seven telethons raised over \$100,000 for the university.

The dedication of GW's new medical school facility, the Walter G. Ross Hall and the adjoining Paul Himmelfarb Health Sciences Library, was held in May. All facilities are now in use.

Although it was officially to be dedicated in the fall, the new George Washington University Library opened for business in the summer of 1973.

Ground was broken in late summer for the long-awaited athletics building. When it is completed in 1975, the Charles E. Smith Center for Physical Education and Athletics will provide GW with an indoor athletic facility serving the entire university community—students, alumni, faculty, and staff.

## Library

Situated at the corner of H and 22nd Streets, the new library structure has five times the floor space and three times the seating capacity of the former library. It can hold one million volumes or three times the number of books as the old library structure, now used for office and classroom space.

The 1972-73 academic year marked the first full year of operation for the Friends of the Library, the university's library-support organization consisting of 108 members.

An agreement was reached this year between the GW Library and the other member libraries of the District of Columbia Consortium of Universities for the allocation of library materials in twenty-four subject fields. GW has charge of materials in the areas of American studies, genetics, geology, and health care administration.

The library is working on strengthening reader services and doubling the reference staff. Other additions include a special information desk and the introduction of a more sophisticated machine circulation system.

## Student Affairs

The academic year 1972-73 was the first year of coed residential halls at the university. Crawford and Mitchell Halls were totally coed, as were the first six floors of Thurston Hall. Administration and student reaction to the coed halls has been positive, and few problems arose.

A training and counseling program for resident assistants offered by the university Housing Office, the Office of the Dean of Students, and the university Counseling Center was highly successful.

The Counseling Center also served as home base for a women's awareness group, organized by two GW students, and dealing mainly with the problems of women in graduate school.

The Student Health Service and the advisory council began work examining the possibilities of extra services to students, especially in the areas of student health insurance and gynecological consultation.

The first class of ten students from the Educational Opportunities Program graduated this year. EOP offers educational and financial aid to Washington commuter students.

The Office of Student Activities began a new orientation program using upperclassmen in a pivotal role. A full-time orientation coordinator has been appointed and the IMPACT Sponsor Program, in which upperclassmen help groups of twenty freshmen adjust to the university, has been judged successful. This program has been augmented by the Five to One Program, in which faculty and staff act in an advisory role to five entering students.

This was the first full year of operation for the Student Voluntary Action Council, an umbrella group bringing together ten different community service groups in a single office.



# Student Life

A variety of activities characterizes student life on the George Washington campus. Some 150 campus organizations encompass everything from cave exploring to classical languages.

The parade of speakers from all avenues of public life crosses the student's horizon and, in the last year, there has appeared to be an increased interest in events oriented more toward entertainment, somewhat less toward the political.

Through the Washington Project students have sought out their own individual volunteer opportunities and at the same time have earned some academic credit for their work combined with classroom study.

Original works in dance and drama have been presented in the university's Lisner Auditorium and the Dorothy Betts Marvin Theater. A summer dance workshop ended with a successful dance concert in June. An exhibition of student art works was presented in the Dimock Gallery in the spring.

"Martha's Marathon of Birthday Bargains," the annual fund-raising event run by students for students, netted \$3,200 for housing a student to be selected by the Residence Hall Council, thus freeing the student's other funds for tuition.

The George Washington basketball team had its best record in the last 17 years, winning 17 and losing 9. The baseball team won 19 (the most since 1957) and lost 12. The intramural teams played their usual heavy schedules.





# Letter of Transmittal

September 20, 1973

To the President and the Board  
of Trustees  
The George Washington  
University  
Washington, D.C.

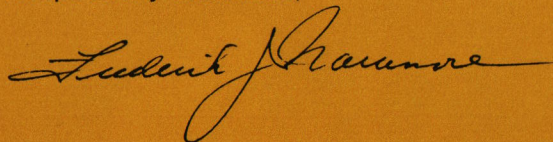
Gentlemen:

I am submitting herewith the Financial Statements of The George Washington University for the year ended June 30, 1973. These statements are based on the budget approved by the Board of Trustees of the University. The accounts of the University are kept and its financial reports arranged as far as practicable in conformity with the principles adopted by the National Association of College and University Business Officers. In accordance with those principles, the funds of the University are classified in various fund groups, and the accounts and financial statements segregate clearly the assets and liabilities of each of these groups as indicated in the balance sheet, Exhibit A.

Price Waterhouse & Co. have examined the accounts of the University for the past year, and their report is submitted herewith.

A condensed summary and charts relating to the principal facts in the report are presented on succeeding pages followed by the Exhibits.

Respectfully submitted,

A handwritten signature in cursive script, reading "Frederick J. Naramore". The signature is written in dark ink and is positioned below the "Respectfully submitted," text.

Frederick J. Naramore  
*Comptroller*



# Condensed Summary

**General** Total assets of all funds of the University amounted to \$197,851,932 at June 30, 1973, an increase of \$20,479,559 or 11.5% over the previous year. Major fund groups increased during the year by the following amounts and percentages:

	Amount	Per Cent of Growth
Current Funds .....	\$ 5,583,394	26.1
Loan Funds .....	654,943	11.8
Endowment Funds .....	713,157	6.1
Plant Funds .....	13,528,065	9.8
	<u>\$20,479,559</u>	<u>11.5</u>

**Gifts** Receipts to the Medical School Building Campaign were \$2,224,593 lower in 1973 than in 1972, while gifts to all other funds increased \$116,979. Consequently, total gifts received during the year amounting to \$2,513,973 reflected a net decrease of \$2,107,614 or 45.6% from the total gifts received for the year ended June 30, 1972. A summary of the gifts received for the years ended June 30, 1973 and June 30, 1972 is as follows:

	1973	1972
Current Funds		
Unrestricted .....	\$ 327,743	\$ 361,125
Restricted .....	658,986	475,117
Student Loan Funds .....	124,048	17,408
Endowment Funds .....	354,459	404,494
Plant Funds .....	1,048,737	3,363,443
	<u>\$2,513,973</u>	<u>\$4,621,587</u>

**Current Funds** At June 30, 1973, current fund assets amounted to \$26,944,066 and represent the funds available for general use in the current operations of the University. Included in these assets are \$5,346,450 in net advances made to Plant Funds as interim financing for construction projects. These advances are of a temporary

nature and are in general to be repaid from the proceeds of government grants, mortgage loans and gifts.

Current income for the year amounted to \$87,025,941, an increase of \$7,478,853 or 9.4% over the year ended June 30, 1972, and current expense amounted \$81,567,635, an increase of \$7,300,610 or 9.8% over the same period. Commitments to loan funds, bond retirement funds, investment in properties, and additions to appropriated fund balances amounted to \$4,915,016 which was available from current income. After meeting the above commitments and transfers, unappropriated fund balances were increased \$543,290 from current operations and totaled \$2,965,241 at year end.

During the year \$19,832,735 of funds available from gifts, grants and other sources, was used for research, education and other development programs. At June 30, 1973, unexpended balances for these and other designated funds amounted to \$6,285,145.

**Loan Funds** Loan Funds are provided by gifts to the University, by deposits from the federal government under provisions of the National Direct Student Loans and other legislation, and by amounts transferred from the University Current Funds. These funds are administered by the University and made available to qualified students. During the year, 1,254 loans totaling \$1,111,083 were made for educational purposes. At year end the loans receivable amounted to \$5,649,288 representing an increase of \$620,507 or 12.3% over the loans receivable at June 30, 1972.



# Condensed Summary

**Endowment Funds** The principal of Endowment Funds amounted to \$12,470,829 which included investments recorded at \$11,760,844 with a market value of \$15,372,445 at June 30, 1973. A summary of the endowment fund investments is as follows:

	Book Value		Market Value	
	Amount	%	Amount	%
<b>Bonds</b>				
Gov't ...	\$ 132,000	1.1	\$ 97,070	.6
Other ...	3,298,317	28.1	2,810,430	18.3
<b>Stocks</b>				
Preferred	249,802	2.1	192,400	1.3
Common	8,080,725	68.7	12,272,545	79.8
<b>Total</b> . . . . .	<u>\$11,760,844</u>	<u>100.0</u>	<u>\$15,372,445</u>	<u>100.0</u>

In addition to the above investments, assets of the Endowment Funds included cash, real estate, trust notes and funds held in trust by others totaling \$709,985.

"Consolidated Endowment Funds" consisted of 232 individual endowments with a total value of \$9,971,655 at June 30, 1973. The assets of the Consolidated Endowment Funds are combined to eliminate the possibility of partial or total loss of any fund through the failure of a specific investment, to avoid temporary suspension of income and the carrying of small uninvested cash balances, and to give equality of treatment to all funds. Unless otherwise restricted by the donors, the assets of all new endowments are added to

the assets of the Consolidated Endowment Funds. Earnings of Consolidated Endowment Funds are accumulated in a common income account and distributed annually to the individual funds on the basis of the participating units originally assigned to each fund. The value of a unit at June 30, 1973, and the income earned per unit during 1973, compared with similar amounts for the preceding year were:

	1973	1972
Unit Value . . . . .	\$13.76	\$14.07
Income per Unit . . . . .	\$5.249	\$5.432

Endowments also included certain funds totaling \$1,962,651 which are separately invested, and Funds Held in Trust by Others in the amount of \$536,523.

Under the terms of wills, deeds of gift, or the by-laws of the University, principal balances of Endowment Funds are held in perpetual trust for income-producing purposes. The principal balances of the Endowment Funds at June 30, 1973 are summarized by purpose as follows:

Unrestricted . . . . .	\$ 880,295	
<b>Restricted</b>		
Fellowships . . . . .	\$ 705,507	
Professorships . . . . .	1,905,949	
Schools . . . . .	4,347,954	
Hospital . . . . .	1,630,472	
Scholarships . . . . .	1,997,844	
Prizes . . . . .	93,174	
Building and Equipment . . . . .	115,846	
Libraries and Books . . . . .	193,108	
Other . . . . .	18,921	11,008,775
		<u>11,889,070</u>
Reserves for Protection of Investments . . . . .	581,759	
		<u>\$12,470,829</u>

**Plant Funds** The increase of \$13,528,065 in plant fund assets is composed of \$13,686,946 in net additions to physical properties, a decrease of \$212,668 in cash and investments, and a \$53,787 increase in Funds Held in Trust by Others.

During the year, \$8,760,388 was received through gifts, grants and the proceeds of loans on previously completed construction additions. Gains on sales of plant fund investments and interest on investments of Plant Funds provided additional resources of \$51,331 and \$213,015 respectively.

At June 30, 1973, Unexpended Plant Funds amounted to \$4,994,695. These funds, together with \$3,075,069 included in the Current Fund Appropriated Balances, represent resources totaling \$8,069,764 available for the following:

	Current Fund Appropriated Balances	Unexpended Plant Funds
Charles E. Smith Center . . . . .	\$1,500,000	\$ 141,867
Duncan Cardiac Research . . . . .		492,089
H. B. Burns Memorial Clinic . . . . .	110,889	385,000
Hospital . . . . .	1,464,180	1,947,397
Marvin Center . . . . .		1,805,681
Others . . . . .		222,661
	<u>\$3,075,069</u>	<u>\$4,994,695</u>



# 1973 Growth Summary

(Percent of Change from 1972)





# Balance Sheet

The George Washington University

Assets	June 30, 1973		June 30, 1972*	
<b>Current Funds</b>				
Cash .....	\$ 63,465		\$ 1,528,645	
Investments (Note 1) (Approximates market) .....	8,266,691		5,953,908	
Accounts Receivable				
Cost Reimbursable Contracts—Principally U.S. Government .....	741,704		1,188,792	
Hospital and Clinic Patients, less \$3,032,000 in 1973 and \$1,970,000 in 1972 for doubtful accounts .....	9,558,532		7,729,413	
Other .....	1,444,662		1,363,377	
Temporary Advance to Plant Funds (Note 2) .....	5,346,450		2,171,202	
Inventory and Prepaid Expense .....	1,522,562	\$ 26,944,066	1,425,335	\$ 21,360,672
<b>Loan Funds</b>				
Cash .....	\$ 434,688		\$ 375,252	
Loans Receivable .....	5,649,288		5,028,781	
Investments (Note 1) (Approximates market) .....	125,000	\$ 6,208,976	150,000	\$ 5,554,033
<b>Endowment Funds</b>				
Cash .....	\$ 8,006		\$ 20,798	
Investments (Note 1) (Approximate market value \$15,370,000 in 1973 and \$15,100,000 in 1972) .....	11,760,844		11,045,728	
Real Estate (Note 1) .....	133,104		137,038	
Trust Notes .....	32,352		17,585	
	11,934,306		11,221,149	
Funds Held in Trust by Others .....	536,523	\$ 12,470,829	536,523	\$ 11,757,672
<b>Plant Funds</b>				
Cash .....	\$ 17,665		\$ 425,350	
Investments (Note 1) (Approximate market value \$5,170,000 in 1973 and \$5,035,000 in 1972) .....	4,977,030		4,782,013	
Funds Held in Trust by Others for Repairs, Maintenance and Debt Service (Note 4) .....	859,865		806,078	
Physical Properties (Note 3)				
Land and Buildings .....	127,918,712		118,148,455	
Equipment .....	18,454,789	\$152,228,061	14,538,100	\$138,699,996

\* Certain amounts in 1972 are reclassified to conform with 1973's presentation.



**Liabilities, Reserves and Fund Balances****June 30, 1973****June 30, 1972\*****Current Funds**

Accounts Payable and Accrued Expenses .....	\$ 3,776,580		\$ 3,188,190	
Provision for Settlements Under Patient Care Group Contracts (Note 6) .....	1,341,384		1,678,000	
Deferred Income .....	3,019,443		2,655,701	
Designated Funds (Exhibit C)				
Sponsored Programs .....	1,262,774		1,202,027	
Endowment Income .....	407,986		345,277	
Education and Development .....	4,614,385		3,734,252	
Fund Balances (Exhibit C)				
Appropriated Fund Balances .....	9,556,273		6,135,274	
Unappropriated Fund Balances .....	2,965,241	<u>\$ 26,944,066</u>	<u>2,421,951</u>	<u>\$ 21,360,672</u>

**Loan Funds (Exhibit C)**

National Direct Student Loans .....	\$ 3,995,870		\$ 3,665,831	
Other .....	2,213,106	<u>\$ 6,208,976</u>	<u>1,888,202</u>	<u>\$ 5,554,033</u>

**Endowment Funds Balance (Exhibit C) .....** **\$ 12,470,829****\$ 11,757,672****Plant Funds**

Accounts Payable and Accrued Expenses .....	\$ 2,322,248		\$ 3,904,235	
Reserves for Repairs, Maintenance and Debt Service (Exhibit C) .....	859,865		806,078	
Bonds, Trust Notes and Unsecured Notes Payable (including amounts due within one year of \$950,000 in 1973 and \$875,000 in 1972) (Note 5) .....	49,228,615		47,585,431	
Temporary Advance from Current Funds (Note 2) ....	5,346,450		2,171,202	
Unexpended Plant Funds (Exhibit C) .....	4,994,695		5,207,363	
Net Investment in Plant (Exhibit C) .....	89,476,188	<u>\$152,228,061</u>	<u>79,025,687</u>	<u>\$138,699,996</u>



# Summary of

## CURRENT INCOME AND DISPOSITION OF CURRENT INCOME

The George Washington University

	For the Year Ended June 30, 1973			For the Year Ended June 30, 1972*
	University	Medical Center	Total	
<b>Current Income</b>				
Educational and General				
Student Fees .....	\$ 26,568,207	\$ 1,921,763	\$ 28,489,970	\$ 26,252,512
Endowment Income .....	276,434	187,511	463,945	469,107
Gifts and Other Designated Funds .....	789,348	2,326,576	3,115,924	3,476,873
Student Activities .....	158,494		158,494	170,351
Other .....	749,784		749,784	225,000
Sponsored Programs .....	8,213,294	4,931,213	13,144,507	11,994,669
Overhead recovered from Sponsored Programs (Net of Cost Sharing) .....	1,337,932	1,262,981	2,600,913	1,940,602
Patient Care .....	38,093,493	29,423,512	29,423,512	26,978,648
	<u>38,093,493</u>	<u>40,053,556</u>	<u>78,147,049</u>	<u>71,507,762</u>
Auxiliary Enterprises .....	7,919,387		7,919,387	7,162,813
Student Aid				
Endowment Income .....	65,066	3,902	68,968	70,239
Gifts and Other Designated Funds .....	307,341	131,138	438,479	406,302
Net Return on Investment Property .....	452,058		452,058	399,972
	<u>\$ 46,837,345</u>	<u>\$ 40,188,596</u>	<u>\$ 87,025,941</u>	<u>\$ 79,547,088</u>

\* Certain amounts have been reclassified to conform with 1973's presentation.



**Disposition of Current Income**

## Current Expense

## Educational and General

## Administration and General

	University	Medical Center	Total	For the Year Ended June 30, 1972*
General Administration .....	\$ 2,159,379	\$ 3,508,456	\$ 5,667,835	\$ 5,298,416

Student Services .....	1,256,957	135,637	1,392,594	1,364,288
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General Expense .....	1,303,459	956,257	2,259,716	1,802,402
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	4,719,795	4,600,350	9,320,145	8,465,106
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Instruction and Departmental Research .....	15,260,798	3,454,026	18,714,824	17,379,072
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Libraries .....	1,083,162	247,553	1,330,715	1,237,370
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Maintenance and Operation of Plant .....	3,524,306	3,918,248	7,442,554	6,645,693
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Student Activities .....	591,823	11,741	603,564	512,293
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Sponsored Programs .....	8,213,294	4,931,213	13,144,507	11,994,669
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Patient Care (Direct Activities) .....		22,121,730	22,121,730	19,707,169
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	33,393,178	39,284,861	72,678,039	65,941,372
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Auxiliary Enterprises .....	7,136,436		7,136,436	6,752,128
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Student Aid .....	1,613,244	139,916	1,753,160	1,573,525
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	42,142,858	39,424,777	81,567,635	74,267,025
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## Transfers to: (Exhibit C)

Loan Funds .....	30,633	23,290	53,923	56,110
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Reserves for Repairs, Maintenance and Debt Service .....	66,000		66,000	63,000
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Net Investment in Plant .....	1,469,886	119,647	1,589,533	1,087,193
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## Current Fund Balances

Appropriated Fund Balances .....	3,072,777	132,783	3,205,560	2,643,440
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Unappropriated Fund Balances .....	55,191	488,099	543,290	1,430,320
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	\$ 46,837,345	\$ 40,188,596	\$ 87,025,941	\$ 79,547,088
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# Summary of CHANGES IN FUND BALANCES

The George Washington University

FOR THE YEAR ENDED JUNE 30, 1973	CURRENT FUND BALANCES				DESIGNATED		
	UNIVERSITY		MEDICAL CENTER		Sponsored Programs	Endowment Income	Education & Development
	Unappropriated	Appropriated	Unappropriated	Appropriated			
Balance June 30, 1972* .....	\$ 5,802	\$4,908,427	\$ 2,416,149	\$ 1,226,847	\$ 1,202,027	\$ 345,277	\$ 3,734,252
Additions:							
Current Income (Exhibit B) .....	46,837,345		40,188,596				
Gifts .....							986,729
Grants and Contracts .....					15,793,032		1,851,035
Loan Proceeds on Previously Completed Projects .....							
Investment and Interest Income .....						627,790	102,926
Gain on Sale of Investments .....							
Deposits and Other Sources .....							790,114
Practice Plan Income .....							688,857
Amounts Included in Current Fund Expenditures:							
Deposits and Principal Payments .....							
Equipment .....							
Hospital Depreciation .....				777,041			
(Deductions):							
Current Expenses (Exhibit B) .....	(42,142,858)		(39,424,777)				
Transferred to Current Income .....					(15,745,419)	(532,913)	(3,554,403)
Interest .....							
Loans on Previously Completed Construction .....							
Hospital Depreciation .....							
Loans Cancelled .....							
Other .....						( 5,044)	
Transfers (From):							
University Unappropriated .....	( 4,639,296)	3,072,777					
Medical Center Unappropriated .....			( 275,720)	132,783			
Medical Center Appropriated .....				( 561,602)			
Endowment Income .....					13,134	( 27,124)	4,988
Maintenance and Debt Service .....							
Unexpended .....							9,887
Balance June 30, 1973 .....	\$ 60,993	\$7,981,204	\$ 2,904,248	\$ 1,575,069	\$ 1,262,774	\$ 407,986	\$ 4,614,385
* Certain amounts in 1972 are reclassified to conform with 1973's presentation.							



Loan Principal	Endowment Principal	PLANT		
		Maintenance & Debt Service	Unexpended	Net Investment
\$ 5,554,033	\$11,757,672	\$ 806,078	\$ 5,207,363	\$ 79,025,687
124,048	354,459		1,048,737	
			5,946,931	
			1,764,720	
57,031		39,259	213,015	20,568
	349,696		51,331	
571,883			1,456	
		1,045,482		413,207
				936,762
			( 48,000)	
		( 807,335)		
				( 1,764,720)
				( 777,041)
( 151,942)				
30,633		66,000		1,469,886
23,290				119,647
				561,602
	9,002			
		( 289,619)		289,619
			(9,190,858)	9,180,971
\$ 6,208,976	\$12,470,829	\$ 859,865	\$ 4,994,695	\$ 89,476,188



# Notes

## TO THE FINANCIAL STATEMENTS

The George Washington University

June 30, 1973

**Note 1** Valuation of Investments—Investments are stated at cost or fair market value at date of acquisition except for certain real estate which is stated at depreciated cost.

**Note 2** Temporary Advances—Advances of \$5,346,450 were made to Plant Funds from Current Funds in connection with temporary financing of the following construction projects:

University Library .....	\$ 4,092,505
Ross Hall and Himmelfarb Library ...	1,220,351
Jacob Burns Law Library .....	26,755
Other .....	6,839
	<u>\$ 5,346,450</u>

The advances represent temporary uses of Current Funds pending receipt of monies from previously negotiated government grant and loan agreements and the receipt of pledged gifts from various donors. Interest is charged to the Plant Fund for these temporary advances at rates prevailing for similar types of financing arrangements.

**Note 3** Valuation of Physical Properties—Land, buildings and equipment are stated at cost or appraised values, except for Hospital buildings and equipment which are stated at depreciated values. At June 30, 1973, Hospital buildings are recorded at \$19,138,458 less accumulated depreciation of \$3,544,982 computed on the basis of a fifty-year straight-line life. Hospital equipment is stated at \$7,088,240 less \$4,093,868 in depreciation using a ten-year straight-line life.



**Note 4** Repairs, Maintenance and Debt Service Reserves—Under the Trust Indenture of The George Washington University Dormitory-Dining Hall Bonds of 1963, as amended on June 11, 1969, the University is required to maintain a “Bond and Interest Sinking Fund Account” in the amount of \$350,400. In addition, the University is required to deposit in a “Repair and Replacement Reserve Account” an amount annually not to exceed \$74,500 until the reserve totals \$745,000.

Under Trust Indentures of the Academic Building Bonds of 1967, the Law Library Building Bonds of 1968 and the Academic Building Bonds of 1969, the University is required to deposit, by each October 15 and April 15, in “Bond and Interest Accounts” such amounts as are necessary to pay principal and interest due on the next interest payment date. In addition, the University must make annual deposits towards “Debt Service Reserves” to an aggregate of \$189,000 by November, 1974.

Pursuant to the above requirements, \$859,865 was on deposit with trustees at June 30, 1973.

**Note 5** Bonds and Notes Payable—Bonds, trust notes and unsecured notes payable of the Plant Fund at June 30, 1973 consisted of the following:

Building bonds; 27½ %-3½ %, secured by certain of the University’s dormitories, academic and administration buildings, maturing serially from 1973-2002 .....	\$ 9,448,000
Trust notes; 2½ %-8¾ %, secured by real property, maturing with various dates through 2002 .....	39,483,000
Unsecured notes payable; 5%-8%, final payment due November, 1978 .....	297,615
	<u>\$49,228,615</u>

**Note 6** Provisions for Group Contract Settlements—Hospital charges paid under patient care group contracts are subject to audit and retro-active settlements by third party payors. Estimates for the settlement of 1972 and 1973 charges under these agreements have been provided.



# Accountants' Report

To the President and the  
Board Of Trustees  
The George Washington University  
Washington, D.C.

In our opinion, the accompanying financial statements (Exhibits A through C) present fairly the financial position of The George Washington University at June 30, 1973, the current income and disposition of current income and the changes in fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year. Our examination of these statements was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

*Price Waterhouse + Co.*

Price Waterhouse & Co.  
Washington, D.C.  
September 20, 1973



# Suggested Will Form for Prospective Donors

A will should always be drawn by or with the advice of an attorney. These forms are intended merely to provide general information for those who wish to consider The George Washington University as a beneficiary. They are not intended to be a substitute for the services of an attorney. Upon request, the Vice President and Treasurer of the University will be glad to review the phrasing of any proposed form of will.

## **1. An unrestricted legacy**

I give and bequeath to The George Washington University, a tax exempt corporation, chartered by an Act of Congress and located in the District of Columbia, (a) The sum of \$ . . . . ., or (b) The following described real property, or (c) The rest and residue of my estate after payment of the foregoing bequests.

## **2. A legacy to be held as a permanent fund, the income to be used for general purposes**

I give and bequeath to The George Washington University, a tax exempt corporation, chartered by an Act of Congress and located in the District of Columbia, the sum of . . . . . dollars (\$ . . . . .), the income only to be used for the general purpose of the University. This gift is made in memory of . . . . . and shall be known as the . . . . . Endowment Fund.

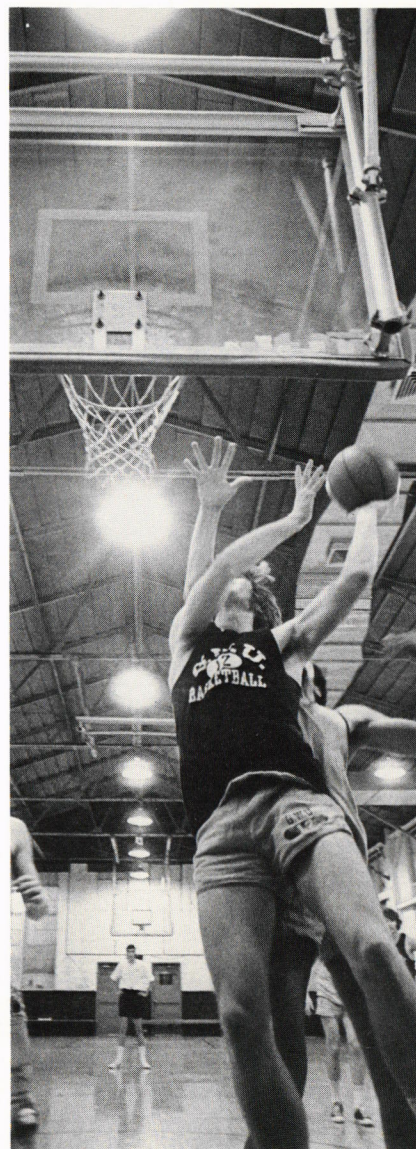
## **3. A legacy intended to be used for a specific purpose**

I give and bequeath to The George Washington University, a tax exempt corporation, chartered by an Act of Congress and located in the District of Columbia, the sum of . . . . . dollars (\$ . . . . .). This gift shall be used both as to principal and income for the following described purposes. (Describe the purposes to be served by the gift.)

## **4. A legacy naming The George Washington University as a contingent beneficiary**

In preparing a will an individual should provide for the contingency that the beneficiary (or beneficiaries) named in it does not survive him. Should this happen, the estate would be distributed as interstate property which is often contrary to the individual's wishes. To avoid such a possibility, many individuals name an educational or charitable institution as a contingent beneficiary. The George Washington University would be an appropriate contingent beneficiary in the wills of friends of the University.







# Officers and Deans

## ADMINISTRATIVE OFFICERS

Lloyd H. Elliott  
*President*

Seymour Alpert  
*Vice President for Development*

Harold F. Bright  
*Provost and Vice President for  
Academic Affairs*

H. John Cantini, Jr.  
*Vice President for Administration*

Charles E. Diehl  
*Vice President and Treasurer*

James J. Feffer  
*Vice President for Medical Affairs*

Margaret P. Greene  
*Assistant Treasurer*

Maurice K. Heartfield, Jr.  
*Assistant Vice President and  
Assistant Treasurer*

William D. Johnson  
*Director of the Budget*

Louis H. Mayo  
*Vice President for Policy Studies and  
Special Projects*

Frederick J. Naramore  
*Comptroller*

William P. Smith  
*Vice President for Student Affairs*

## DEANS

John G. Allee, Jr.  
*Division of University Students*

Arthur E. Burns  
*Graduate School of Arts and Sciences*

Charles W. Cole  
*Summer Sessions*

James C. Dockeray  
*School of Government and  
Business Administration*

Robert Kramer  
*National Law Center*

Harold Liebowitz  
*School of Engineering and  
Applied Science*

Calvin D. Linton  
*Columbian College of Arts and  
Sciences*

Eugene R. Magruder  
*College of General Studies*

Burton M. Sapin  
*School of Public and International  
Affairs*

Rodney Tillman  
*School of Education*



